DDA 82-0308/1
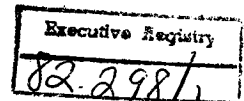
Executive Registry

82.298/1

30 April 1982

MEMORANDUM FOR: Executive Director

FROM: Harry E. Fitzwater
                 Deputy Director for Administration

SUBJECT: Proposed Quarterly Management Review Process

1.   The attached is in response to your direction to develop a project review process. We have tried to keep the process simple and reduce the amount of paper work involved in implementation.

2.   Our current problems with SAFE and [   ] are good examples of why a senior management review such as this is desirable. I currently have a similar process being used in the DDA and find it to be an excellent means of keeping abreast of major office objectives.   25X1

3.   There is little likelihood of this being readily accepted so you might wish to put it on an Executive Committee agenda for consideration if you agree with the proposed concept. We are ready to modify it as you desire and also help implement your final decision.

25X1

Harry E. Fitzwater

Attachment

DDA:HEFitzwater:kmg (29 Apr 82)
Distribution:
   Orig - Adse
      1 - ER
      1 - DDA Subj
      1 - DDA Chrono
      1 - HEF Chrono

0-100

Quarterly Management Review Process

OBJECTIVE

The Quarterly Management Review (QMR) is to provide a project review forum for the Executive Committee. Its primary purpose is to surface significant project problems to senior Agency management so that they may have the opportunity to collectively address the issues involved and to participate in suggested solutions and alternate courses of action.

AGENDA DEVELOPMENT

Topics for the QMR agenda may be submitted by the Deputy Directors, Executive Director, DDCI, or DCI. Those projects which cross directorate lines should be included for consideration as agenda items as well as troubled projects which adversely impact on the Agency's current or future operational capacity. All projects which total[_____]a single year or[_____]more over five consecutive fiscal years will be considered for inclusion on the agenda at least twice a year.

25X1

Each QMR agenda must also include those projects with unresolved issues from the previous QMR meeting. With these contributions submitted by the responsible senior managers, the QMR agenda will be prepared by the Executive Committee staff.

PRESENTATION

Presentations at the QMR meetings will be made by the individuals directly responsible for the project (e.g., the program manager or the chief of the organization in which the problem is actually occurring).

The time allotted for a specific presentation will be 10 minutes, and will focus on issues or problems. Background information required for a better understanding of the topics will be provided to the Executive Committee staff so that it can distribute the information one week before the QMR meeting.

Background material will be furnished according to the following format (examples attached):

Tab A - FUNDING PROFILE The Funding Profile is a critical element of the QMR. Financial activity frequently affects other problems, particularly schedules. Therefore, it is absolutely essential that a thorough, coordinated profile be prepared for the QMR. Insufficient funds, i.e., "SHORTFALLS," must be addressed in the QMR narrative input and in the presentation, including status of actions to resolve discrepancies or to identify funding.

The following definitions apply to terms used on the "FUNDING PROFILE" display:

a. PRIOR YEARS: Actual expenditures.

b. <u>APPROVED</u>: Current fiscal year approved funding.

c. <u>BASELINE ESTIMATE</u>: This is the estimated total cost of RDT&E or procurement starting with the first year the effort was included in the approved budget.

d. <u>ACTUAL/APPROVED</u>: This includes the effects of all program changes to date (quantities, schedules, inflation, technical characteristics, etc.)

e. <u>PROGRAM MANAGER ESTIMATE</u>: This includes ACTUAL/APPROVED plus any new changes that are not reflected in the program (cost overruns, additional quantities required, new requirements, technical problems, etc.)

Tab B - <u>SCHEDULE PROFILE</u> The Schedule Profile must include a brief definition of the activities planned with a projected schedule of major or critical milestones. The report will include any slippages in these milestones with information concerning the cause, particularly those related to contractor nonperformance or misperformance. It will also address other issues such as technical problems, difficulties in performing tasks because of new technology, loss of key personnel, management problems, misaligned priorities that result in a slowing or a lack of progress, etc.

Tab C - <u>PERSONNEL PROFILE</u> The Personnel Profile identifies the authorized and assigned staff and contractor strength of program personnel, the program management offices estimates, if applicable, and any shortfalls of personnel.

<u>FOLLOW-UP ACTIONS AND SUBSEQUENT REPORTING</u>

The Executive Committee report will include action items with specific responsibilities assigned. All actions should be completed by the deadline provided.

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Next 2 Page(s) In Document Denied

ROUTING AND RECORD SHEET

SUBJECT: (Optional)

Comments on Monthly Management Review Process

DD/A Registry
82-0308

FROM: Harry E. Fitzwater Deputy Director for Administration 7D18 HQ	EXTENSION	NO.		
		DATE	2 FEB 1982	

| TO: (Officer designation, room number, and building) | DATE | | OFFICER'S INITIALS | COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.) |
	RECEIVED	FORWARDED		
1. Executive Director Room 7D55 HQ				I would like to discuss at your convenience.
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